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Country programme outline for Ecuador (2004-2008)

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Introduction

1. The present document is based on the Common Country Assessment (CCA) and United Nations Development Assistance Framework (UNDAF), jointly prepared by the United Nations Country Team in 2002. A human rights approach to development is the focus of the UNDAF, promoting equality and inclusion of all citizens. It takes into account priorities established by the country in social protection, sustainable development and employment and income generation. Results from the capacity building initiative Dialogue 21, work on the National Human Rights Plan and experience gathered in the work on the *National Human Development Reports* (NHDRs) have also provided important inputs to this document. Consultations with the new government authorities, the political establishment, civil society, social sectors and community-based organizations and with other organizations of the United Nations system have enriched the analysis contained herein.

I. Situation analysis

2. Ecuador has been plagued by several crises in the past few years. A costly war in 1995 with Peru was settled in 1998, putting an end to almost 60 years of hostilities. The political scene has been characterized by instability and two elected presidents were deposed of power between 1997 and 2000. The majority of political parties have been unable to present a vision that can attract voters and have a positive impact on the development of the country. This is reflected in the inability of the National Congress to provide solutions that are perceived by the public as relevant.

3. In the period 1997-1998 Ecuador was hit by the El Niño phenomenon, which caused losses estimated at 12 per cent of gross national product per capita. The economic and social infrastructure in the coastal region was devastated; however, the Government initiated reconstruction in a forceful manner and roads, bridges, health, water and other social infrastructure were repaired and reconstructed. By 2001, the Andean and Amazon regions claimed attention and further ambitious infrastructure programmes were implemented, both through concessions and direct execution.

4. The losses caused in productive capacity and forgone exports, together with lax banking control functions and extremely low petrol prices in late 1998, weakened the financial sector and caused insolvency and bankruptcy in a number of banks. In addition, Congress introduced a tax on capital circulation abolishing income taxes. The result was an outflow of capital and galloping devaluation of the national currency. In January 2000 a monetary reform introduced the United States dollars as national currency, but the country has yet to strengthen and firm the competitiveness required to defend its position. Worried about the limited competitiveness of the economy, the Government launched the National Competitiveness Council and established an agenda for change. It includes the connectivity agenda, which UNDP helped promote through the study leading to the second NHDR, and provided key support to its elaboration.

5. A new Constitution entered into force in 1998. Especially noteworthy innovations therein are the recognition of Ecuador as a plurinational State, incorporating the principles of the International Labour Organization Convention 169 on indigenous people's rights, women's rights and equality, Social Security Reform and the establishment of the Civil Commission on Control of Corruption as a legal, autonomous entity. It did not, however, modernize the executive power, and the President remains as head of State, Government and the Administration, putting unnecessary strain on governance.

6. Ecuador has made important progress in providing women with access to political offices, and affirmative action, through the 1998 quota law, and has increased the number of women who are parliamentarians from 4 per cent in the 1996 elections to 18 per cent in the 2002 elections. At the decentralized level, women represent 28 per cent of elected representatives, while at the parish council level; their presence is as high as 35 per cent. Inequalities remain, however, in wage structures, access to services and the prevalence of unattended needs in education, health and economic assets.

7. The indigenous people's movement, well organized and extremely active for the past decades, entered the national political scene in the 1996 elections as *Patchacutik*. From 1998 to 2002, they occupied the second vice-presidency. *Patchacutik* dominate 28 municipalities and 5 provinces, acting forcefully to orient policies according to the need of the most vulnerable and promoting participation and social control mechanisms.

8. Ecuador remains a country of major inequalities, demonstrated by the concentration of 43 per cent of resources to 10 per cent of the wealthiest population, leaving approximately less then 1 per cent of resources to fill the needs of the poorest 10 per cent of the population. Poverty affects 52 per cent of the population, while 20 per

cent are living in extreme poverty as a result of lack of access to social services, nutrition, quality education and economic resources, including gainful employment. Some of the underlying causes of exclusion are the limited investment in human capital, structural institutional weaknesses and lack of efficiency in programme delivery. Moreover, the investment in human and social capital has been hampered by a high level of foreign debt and limited income from taxes, especially income tax, to provide the necessary resources for social policies prioritising human development.

9. Ecuador remains among countries with a medium human development index of 0.732 (NHDR, 2000), with only marginal improvements in the past decade. Significant geographical differences exist between provinces with a high level of indigenous population such as Chimborazo, Bolivar, Cotopaxi and the Amazon region, and Pichincha and Guayas, where the two largest cities are located.

10. An important number of citizens have emigrated in search of employment and economic opportunities, mostly taking on illegal forms, which put their safety at risk. Left behind are single headed households or children in custody of relatives and friends. This break-up of families is causing important social problems. It is estimated that 2 million Ecuadorians are working abroad, creating an important flow of remittances ($1.4 billion in 2002) now the second source of foreign currency income, after petroleum.

II. Past cooperation and lessons learned

11. The country cooperation framework (CCF) for the period 1999-2003 made extensive use of national execution modality to build capacities at the national and local levels. Introducing on-line facilities to link UNDP and counterparts, accompanied by training and technical support, shortened process time and transaction costs, while empowering programme partners. The new practice areas, in particular information and communications technologies, contributed to make UNDP more relevant and provide support in key areas such as the national connectivity agenda.

12. Two NHDRs were published in 1999 and 2001. This work forged synergies between the focus areas of the country programme, particularly in promoting decentralization, enriched the policy dialogue with in-country partners, promoted the effective understanding and use of the human development paradigm, and built capacities through training. Human development has become the articulating focus of UNDP work in Ecuador, integrating horizontally the human development paradigm to enforce UNDP capacities to continually promote human development at all levels.

13. UNDP actively supported a human rights-based approach to development through the implementation, jointly with the United Nations High Commissioner for Human Rights and other United Nations agencies, of the National Human Rights Plan. The need to focus support to key state and government human rights institutions was highlighted. Seven sector plans were completed through a participatory process, which enriched the human rights dialogue and strengthened the links between civil society, government and public authorities. The newly created Ombudsman's office was strengthened, supported by United Nations Volunteers (UNVs), and equipped with a procedural manual. Advocacy on Human Rights and Women's Human Rights forged inter-agency links and positioned the United Nations and UNDP around rights based approach to development.

14. UNDP has played a key role in facilitating social dialogue and communication for development, creating local capacities to carry out negotiation processes, supporting local development agenda and introducing dialogue techniques in conflict prevention and resolution. In the process UNDP earned the confidence of a several sectors of the Ecuadorian society, indigenous people's movement, political leaders and government authorities. The capacities created through these processes are expressed through the community and local government action for development with high participation of social actors. In 2001, UNDP supported the year-long National Dialogue between Government and Indigenous People's movement, advancing a number of priority social agenda items, creating confidence between the parties to the negotiations, while solving an open conflict and establishing social peace. This created a general awareness of the possibility to resolve differences and promote development goals through dialogue, which in turn has been capitalised by the Government taking office in 2003, through the National Dialogue initiative as a policy tool. Through this process, UNDP main emphasis was on the creation of capacities and the facilitation of local processes.

15. Decentralization has been the focus of political discussion in Ecuador, and the country possesses the legal framework for its implementation. Local participatory processes and local government planning and management capacities have been strengthened through UNDP support. Moreover, income generation and promotion of transparency have enhanced local government capacities to assume new responsibilities, in particular, in medium

sized local governments. UNDP currently cooperates with over 40 municipalities nationwide. UNDP has helped develop legislation and the resource base for newly elected parish councils and strengthen their organizations. Cooperation with Quito and Guayaquil has focused on mayor policy issues such as public transportation and planning, facilitating the channelling of external resources to priority goals.

16. UNDP has worked with local, national and international stakeholders on the Galapagos Islands to promote a sustainable development model, ensuring participation of the local community. With major funding from the Global Environment Facility, the UNDP programme protects native biodiversity against terrestrial invasive species, introduced renewable energy and established a contingency disaster plan. Through this programme UNDP positioned itself as a lead agency in Galapagos promoting donor coordination to achieve long-term goals.

III. Proposed programme

17. Ecuador is pilot country for the United Nations simplification and harmonisation process and the country programme has been formulated within the UNDAF framework. To this date, the programme cycle is harmonised with the United Nations Population Fund and the United Nations Children's Fund.

18. The programme supports the new government's efforts to reinforce citizen participation and democratic dialogue, combat corruption, reduce poverty and exclusion, and reactivate the economy to create jobs and wealth, as well as improve the environmental security. It is articulated around the three UNDAF intended outcomes: (a) poverty reduction through approved access to basic social services and employment; (ii) democratic governance and transparency through strengthening of government institutions and decentralisation process; and (iii) sustainable environment through equitable access to natural resources. The programme is also well coordinated with the three focus areas of the international financial institutions working in Ecuador, namely sustainable development and competitiveness, governance, social development that promotes inclusion.

19. The natural endowment of Ecuador is summarised in an important natural resource base, an extremely diverse environment, rich and diversified culture and traditions, favourable climatic conditions and a potential access to world markets. This contrasts with the cycle of exclusion and inequality, forcing a majority of Ecuadorians into poverty. Three structural causes are identified: (i) an economic model that concentrates wealth and income in a minority, failing to invest appropriately in the human capital; (ii) weak democratic institutions, not accurately responding to people's expectations, thereby putting democracy and governance at risk and; (iii) social and cultural barriers which perpetuate discrimination on the basis of ethnicity, gender, geographical location and generation.

20. The promotion of the human development paradigm provides a unique opportunity to introduce a shared vision for development in Ecuador while strengthening the identity of UNDP and sharpening its comparative advantage. UNDP will continue to use the paradigm as cross-sector focus while promoting national and global *Human Development Reports* through a full time unit leading the work, introducing the paradigm in universities, media and in political dialogue.

A. Combat poverty and create opportunities for all

21. UNDP will focus the combat of poverty on strengthening the social protection network and through expanding people's opportunities. The basic hypothesis is that benefits should always be accompanied by responsibilities. Thus, UNDP will continue its cooperation with the social front ministries, and with local governmental institutions, to improve impact on human capital through: (i) nutritional programmes for vulnerable groups; (ii) well-focused subsidies for school children and mothers; (iii) equal access for all Ecuadorians to basic social services, as well as; (iv) protection of disabled people's rights.

22. On the other hand expanding economic opportunities to a greater number of Ecuadorians entails the creation of more stable jobs, which requires a competitive economy. The UNDP contribution to the National Competitiveness Agenda will focus on several levels of intervention: creating local alliances to strengthen the entrepreneurial networks; simplifying bureaucratic procedures to establish new businesses; providing access to markets, resources and finances, administrative and management services to new businesses through information and communications technologies; and reinforcing capacities through the network of entrepreneurial agencies with the help of technical assistance and national UNVs. The connectivity agenda, supported by UNDP from the start is turning into an effective means of change and promotion of economic growth and social capital. In addition, UNDP will renew its support to the legislation, which creates the necessary conditions for market competition, while protecting the

consumer. Access to jobs will positively impact migration, allowing Ecuadorians to return home with new capacities and resources, joining the change process. UNDP main partners in this process are the International Labour Organization and the International Organisation for Migration, together with bilateral donors and international financial institutions under the interministerial employment committee.

23. Ecuador being highly vulnerable to natural disasters requires an articulated system for prevention and vulnerability assessment, to avoid recurrent costly disasters. The populations with fewer resources are the most vulnerable to natural phenomenon and are exposed to the risk of losing all their assets. The impact on infrastructure is another negative factor for these groups. By working with governmental institutions at the local and central level, a more risk avert society can be created for the future. UNDP will work closely with the international financial institutions as well as with United Nations sister agencies and national authorities on the prevention and response to any future events. The contingency plan in Galapagos, supported by UNDP, could become a model. Furthermore, the United Nations system contingency plan and the United Nations Emergency Team for Ecuador represent invaluable assets to be utilized in support to this programme.

24. Without an economic and fiscal policy to promote equality, the objectives of the Millennium will not be achieved. The current fiscal policy has failed to allocate sufficient resources for the investment in social services and human capital, creating one of the region's most inequitable societies. According to the results of a regional study, forceful policy changes will be required to achieve this. UNDP, together with United Nations Children's Fund, is supporting the Fiscal Policy Observatory, a civil society think tank, which promote discussions around fiscal principles, monitors the social investment and the transparency in transactions. One of the goals is to support a fiscal reform and its participatory formulation.

B. Democratic governance and transparency

25. Human rights based development requires support to human rights institutions and national instruments. UNDP will continue strengthening the Ombudsman's office, and monitor the application of the newly established manual. UNDP will also support the inter-ministerial committee to work on the reports on the international instruments ratified by Ecuador. To improve the observation of the right to proper defence, UNDP will work with authorities to expand the access as well as its application in prisons, to lower undue imprisonment. On the other hand, UNDP will endeavour to cooperate with the World Bank and other donors in promoting the judicial reform initiated several years back. This reform has been somewhat hampered by lack of a participatory approach, able to create sufficient momentum for its implementation.

26. Modernize and strengthen municipal management and participatory policies are the thrust of UNDP support to the decentralisation process. The use of participatory budgeting and monitoring of execution provides the basis for improved tax collection and the subsequent investment in basic social services to combat poverty. In this connection, decentralised policies on gender equality and women's empowerment are integral parts of the programme. The pilot project to promote transparency in municipal management, a necessary requirement for delegating new services to local governments, will be consolidated and expanded. This joint venture between the Anti-corruption Commission and UNDP will need to be institutionalised with the Association of Municipalities of Ecuador.

27. To improve the effectiveness of central public services, in particular, the implementation of the President's priority programmes, over the past few years UNDP has supported a governance programme, which also helped the transition between the old and the new government. The programme focused on continuity in public policies and the subsequent results in terms of human development. The regional governance programmes brought the expertise and helped select and train the local experts. Within this framework transparency has been introduced, in particular in the management of fiscal resources. According to the new Constitution, the social security system is undergoing a thorough modernization process, to render the intended benefits, and expand the coverage beyond the immediate beneficiary. Substantive progress has been made, and UNDP will continue supporting the reform.

28. UNDP has achieved much credibility through its work in strengthening democratic dialogue and participation, as well as developing instruments for conflict resolution. These efforts will be consolidated and applied both to local and national needs. The network of facilitators will also be strengthened and developed, to act as local agents for change and development.

C. Sustainable development: capacities for the future

29. Galapagos archipelago will remain a main focus of the UNDP sustainable development area, continuing its close cooperation with local, national and international partners. The challenge is a coherent implementation of

the integrated programme and mobilization of the resources required to complement the ones available. It includes an environmental fund for Galapagos, established to ensure long-term financial sustainability of the conservation activities, while providing a sustainable livelihood for the population.

30. The Government is giving emphasis to exploring renewable energy for use in remote areas, not connected to the grid, and to increase the level of energy generated from renewable sources. UNDP experience in the development of the Galapagos renewable energy scheme will be used in furthering these goals and in improving living conditions of the rural population.

31. The link between environment and poverty is addressed through the Small Grant Programme, funded by Global Environment Facility (GEF) and bilateral donors. It has developed good practices and created a participatory national selection and support mechanism, which is bringing technical capacity and feedback to the communities involved. This small scale programme complements large-scale actions to implement the main global environment goals.

32. UNDP will support sustainable development principles, at the national and local levels in several areas: (i) consolidation of existing legal frameworks for the conservation and sustainable utilisation of the environment; (ii) strengthening of the national and local capacities to resolve socio-environmental conflicts; and (iii) strengthening of the National Council for Sustainable Development.

33. On the fiscal policy side, UNDP in cooperation with Economic Commission for Latin America and the Caribbean will develop fiscal instruments to provide incentives for conservation and financing for sustainable development, incorporating this area in the work of the Fiscal Policy Observatory. In addition, UNDP will work with national and local governmental institutions to incorporate the traditional knowledge in conservation and utilisation of the natural capital. At the local government level instruments and policies will be developed to provide adequate incentives for conservation on the basis of environmental services.

IV. Programme management, monitoring and evaluation

34. The structure and staffing of the country office has been oriented towards responding and anticipating more effectively client needs by facilitating access to information and streamlining internal procedures to improve the delivery of development services, as well as substantive analytical and technical assistance. At the same time, UNDP will place greater emphasis on upstream and policy advice work, dialogue and consensus building activities, knowledge sharing at the regional and central levels, and promotion of south-south cooperation. Innovative and cost-effective approaches to the use of human resources, training and capacity building will be promoted to ensure sustainability of programmes. Special attention will be given to the effective use of different modalities of UNVs, both as long-term and short-term experts.

35. The UNDP institutional culture builds on developing strategic partnership at the local, regional and international levels, offering services more effectively through electronic networking and focus on results. Promoting the use of information technology, as an integral part of the National Connectivity Agenda and project implementation, is key to linking development partners in virtual networks and achieving common goals. Another strategic resource for the programme is communication for development, ensuring the effective development of advocacy strategies to promote the CCA/UNDAF focus areas, the main UNDP practice areas and Millennium Development Goals.

36. UNDP will explore new lines of resource mobilization, including alliances at the local and national level to forge synergies among all stakeholders and value added for clients. This will include expansion of the cooperation model with local governments as well as reinforcing private sector alliances and promotion of local entrepreneurs. UNDP will maintain its strategic alliances with the World Bank and the Inter-American Development Bank on programs within its priority focus. Moreover, UNDP will endeavour to construct new opportunities for cooperation with the International Fund for Agricultural Development and the Andean Development Corporation. The management strategy is also based on increasing volume of government cost sharing, recover expenses incurred by UNDP as well as lower costs. In this context UNDP has implemented several technological tools to improve on response time.

37. The programme will be monitored and evaluated with the full participation of all stakeholders and interested parties, focusing on the strengthening of monitoring and evaluation capacities of national partners. The basis for UNDP monitoring and evaluation of the programme is the same adopted by the UNDAF. Simplified procedures, common to the four Executive Committee Agencies, with regard to programme planning and reporting will be applied. The outcome evaluations will draw information from project monitoring and annual

project audits, which are management tools to ensure compliance with planned results.

38. The new and common modalities for execution in line with the process of Simplification and Harmonisation will be used in the implementation of the programme, utilising the services of specialized agencies both within and outside the United Nations system. The sustainability of the management strategy is based on an increasing volume of shared costs, effective use of UNDP core resources for strategic positioning of UNDP as a development partner, and recovering expenses incurred by the UNDP office on behalf of other partners.

Annex
Results and resources framework for Ecuador (2004-2008)

UNDAF objective 1: poverty reduction through access to quality basic social services and productive activities				
Strategic areas of support	**Intended outcomes**	**Indicators of outcome or purpose**	**Outputs, including key output indicators, where needed**	**Resources by strategic area of support**
Public awareness and policy dialogue on sustainable human development	-Increased public debate on sustainable human development	- Effective use of NHDRs to promote increased public debate on SHD and policy change	- At least two NHDR published, promoting dialogue on key issues around SHD	**Regular resources** $272,000 **Other resources** $100,000 government C/S $200,000 TP C/S and TF
Policy, legal and regulatory reform to support private sector development	-Expansion of a competitive, market oriented private sector, based on principles of sustainable and equitable growth	- Existence of policy and legislative frameworks, which fosters a competitive market oriented sector, taking into account likely effects on sustainability and equity	- Business development agencies consolidated in the country; offering services and facilitating access to financial systems. - Quality control system, products and services established, applying internationally agreed norms	**Regular resources** $180,000 **Other resources** $400,000 TP, C/S and TF
Capacity of and partnership between local authorities and civil society organizations	-Local authorities with effective policy and legal framework for the planning, managing and financing of local development processes	- Percentage of local authorities in total public expenditure on services (sanitation, infrastructure, training)	- 35 municipalities and six provincial councils of the northern border region strengthened - Implementing development activities, including the provision of basic social services	**Regular resources** $50,000 **Other resources** $ 16,625,000 government, C/S $ 1,375,000 TP, C/S and TF
Development and implementation of macro and poverty reduction policies and strategies	-Reduction of human and income poverty addressed as a major concern of macroeconomic and social policies	- Macroeconomic and social policy documents and actions include impacts on employment and poverty reduction	- At the end of the programme period a fiscal and social pact between the Government and CSOs signed, (including debt reduction; Employment strategies; and socio-productive initiatives)	**Other resources** $1,500,000 government C/S $3,500,000 TP C/S and TF
Comprehensive strategies to prevent the spread and mitigate the impact of HIV/AIDS	-Institutional capacity-building to plan and implement multisectoral strategies to limit the spread of HIV/AIDS and mitigate its social and economic impact	- Participatory and multi-institutional coordinating mechanism operating efficiently	- HIV/AIDS progression and impact of infection reduced in four years, through information, education and medication strategies. Present growth of the epidemic is 224% over the last five years; incidence rate 4.75 per 100,000	**Other resources** $7,000,000 TP, C/S and TF
Access to basic social services and systems for risk management	-Systems of social protection reformed to target most vulnerable groups in society	- Proportion of the poor covered by institutionalized social security and insurance scheme or transitory safety nets	- A social protection programme strengthened (food programmes, quality of education and health services for Human Development), including public investment in major public works including ICT	**Regular resources** $150,000 **Other resources** $8,000,000 government C/S $ 26,000,000 TP, C/S and TF

Capacity development to manage and reduce risk of natural disasters	-National disaster reduction and response system operational	- Existence of a national strategy or plan for disaster reduction. - MOU with IFIs to support Sectoral reform signed - National planning frameworks adequately provide for hazard, vulnerability and risk assessment and monitoring systems	- National Civil Defence system reformed with dialogue and technical support, from UNETE (inter-agency technical team). - "Instituto Geofisico Nacional" strengthened and enable to monitor seismic and volcanic risks	**Other resources** $600,000 TP C/S and TF
Support to the UNCT coordination in natural disaster response, recovery and reduction	-More relevant, effective and efficient disaster response interventions	- An operational United Nations Disaster Management Team - Existence of an inter-agency plan for risk reduction and disaster response	- UNETE interagency technical team strengthened, playing an active role in natural disaster response	**Regular resources** $200,000 **Other resources** $100,000 TP, C/S and TF
Strategic leadership of the resident coordinator system on the follow-up to the millennium declaration: country level	-National authorities incorporating MDG into their policies	- A National report on progress of MDG is prepared every two years	- Millennium declaration follow- up system in place, including preparation of the respective annual reports	**Other resources** $200,000 TP, C/S and TF
UNDAF objective 2: environmentally sustainable development to reduce poverty				
Strategic areas of support **National policy, legal and regulatory framework for environmentally sustainable development**	**Intended outcomes** -A comprehensive approach to environmentally sustainable development integrated into national development planning and linked to poverty reduction, including sustainable energy and major basic environmental needs	**Indicators of outcome or purpose** -National sustainable development objectives and targets integrated in national economic, sectoral and anti-poverty plans (alternative energy as percentage; percentage of poor with access to land and natural resources; sustainable energy; water sanitation infrastructure)	**Outputs, including key output indicators, where needed** -Strategy linking environment and poverty reduction issues promoted (legal frameworks; alternative energy policies and actions to strengthen local capacities of community organizations for environmental management)	**Resources by strategic area of support** **Regular resources** $200,000 **Other resources** $450,000 government C/S $1,050,000 TP, C/S and TF
Institutional framework for sustainable environmental management and energy development	-Improved capacity of national sectoral authorities to plan and implement integrated approaches to environmental management and energy development that respond to the needs of the poor	-Governmental mechanisms fora for planning and monitoring sector strategies plans programmes incorporate representation from poor, CSOs and the private sector	-National Council for Sustainable Development strengthened and including representation from poor and marginalized groups	**Regular resources** $50,000 **Other resources** $75,000 government C/S $225,000 TP, C/S and TF

	-Improved capacity of *local* authorities, community-based groups and private sector in environmental management and sustainable energy development	-Development of local sustainable development plans and environmental management with participation of poor	- Pilot experiences developed related to capacity building, institutional strengthening, social environmental consensus-building and local sustainable economies, for biodiversity, energy, water and waste management	**Regular resources** $270,000 **Other resources** $1,600,000 government C/S $32,400,000 TP, C/S and TF
Regional cooperation and coordination in natural resource management and sustainable energy development	-Improved regional capacity to coordinate and harmonise national policies and programmes for management of shared natural resources and sustainable energy development	-Pilot programmes in operation to demonstrate multisectoral bioregional approaches to management of biodiversity and shared resources	- Ecosystem biodiversity conservation plans and legal instruments for this end approved and applied at national and binational level	**Regular resources** $40,000 **Other resources** $7,000,000 TF
UNDAF objective 3: democratic governance and transparency				
Strategic areas of support	**Intended outcomes**	**Indicators of outcome or purpose**	**Outputs, including key output indicators, where needed**	**Resources by strategic area of support**
Electoral legislation and institutional capacity of electoral commissions, systems and processes	-Improved conformity of the legal and electoral framework with international standards -Increased citizen participation in electoral processes	- An independent electoral management body exists with the capacity to conduct free and fair elections	- Technical personnel of the Electoral Institutions trained - Electoral norms harmonized - Citizenship networks trained	**Regular resources** $30,000 **Other resources** $500,000 government C/S
Administration of, and access to justice	- Legal and regulatory frameworks reformed to improve access to justice - Increased access to justice, particularly by the poor	- Existence of legal aid and counsel systems for access by the poor - Number of cases for which public defence is provided	- Public dialogue on reforms of the administration of justice promoted. - New public defence system established (new legal framework approved, public defenders trained)	**Regular resources** $ 50,000 **Other resources** $50,000 government C/S $450,000 TP, C/S and TF
Promotion of human rights	-Institutional framework of human rights protection strengthened and national legislative framework harmonised with international standards with Increased public awareness of human rights	-Enactment of national legislation in accordance with international human rights standards -Effective functioning of the Ombudsman office with active participation of CSOs	- National legislative framework with international standards promoted. - State–CSO dialogue promoted. - Ombudsman Office and interministerial committee's capacity on human rights strengthened	**Regular resources** $50,000 **Other resources** $1,200,000 TP, C/S and TF

Decentralization policies and allocation of resources to the sub-national levels	- Effective legal and policy framework for decentralized authority and management	- A legislative framework for decentralization adopted and being implemented - Proportion of total public revenues allocated and managed at subnational levels	- Municipalities apply participatory budgeting in the execution of human development plans - Local authorities trained to assume new roles and competencies in order to increase their income and improve the expenditure quality	**Regular resources** $200,000 **Other resources** $1,000,000 government C/S $1,400,000 TP, C/S and TF
Efficiency and accountability in the civil service	-Improved efficiency, accountability, and transparency in the civil service. Improved efficiency and equity in the delivery of public services	- Existence of an independent anti-corruption unit or programme - Average time required for issuance of a business license	- Management transparent model functioning at local level - Government institution (central level) apply new information and rendering of accounts tools - Strategic development projects executed.	**Regular resources** $250,000 **Other resources** $40,000,000 government C/S
Efficiency of public sector financial management	- Auditing and oversight of government-administered budgets and funds -Planning and budgeting processes at national levels reformed to incorporate greater participation by civil society	-Regular and independent financial audits of governmental and parastatal bodies -Institutionalized mechanisms for consultation between the national Government, CSOs and the private sector on development plans and budgets	-Social security reform in process of implementation -Public institutions apply tools that promote transparency in public management	**Regular resources** $100,000 **Other resources** $10,000,000 government C/S

Abbreviations used in column entitled "resources by strategic area of support": C/S = cost-sharing; TF = Trust Fund; and TP = third-party.

Abbreviations used in text of annex: CSOs civil society organizations; HIV/AIDS = human immunodefiency virus acquired immune deficiency syndrome; ICT = info4rmation and communications technology; IFIs = international financial institutions; MDG = Millennium Development Goal; MOU = Memorandum of Understanding; NHDRs = national human development reports; SHD = sustainable human development; UNCT = United Nations Country Team; UNETE United Nations Emergency Team for Ecuador.